

**Graduate Council Minutes  
December 1, 2020  
Webex**

Present: Wissam AbbouAlaiwi, Defne Apul, Brian Ashburner, Jonathan Bossenbroek, Timothy Brakel, Frank Calzonetti, Saurabh Chattopadhyay, Madeline Clark, Wendy Cochrane, Heather Conti, Christina Fitzgerald, Daniel Georgiev, David Giovannucci, Daniel Hammel, Mohamed Samir Hefzy, Marthe Howard, Gary Insch, Brittany Jones (GSA), Andrea Kalinoski, Kenneth Kilbert, Abraham Lee, Linda Lewin, Sara Lundquist, Michael Mallin, Nagalakshmi Nadiminty, Penny Poplin Gosetti, Geoffrey Rapp, Patricia Relue, Barry Scheuermann, Beth Schlemper, Martha Sexton, Zahoor Shah, Ekaterina Shemyakova, Ruslan Slutsky, Steve Sucheck, Varun Vaidya, Jerry Van Hoy, Skyler Weber (GSA), Kandace Williams.

Absent: None.

Excused: None.

Guests: Debra Boardley, Timothy Mueser, Matt Schroeder, Sabrina Taylor, Amy Thompson.

***Call to Order, Roll Call, and Approval of Minutes***

The meeting was called to order and the roll called.

**Report of the Executive Committee of the Graduate Council**

On behalf of Graduate Council, Chair Dr. Wendy Cochrane, reported that GCEC did not meet last week as there not enough business to warrant a meeting.

- *Curriculum Deadline for 2021-2022 Catalog*  
We will send a reminder to graduate faculty that the curriculum submission deadline is March 16, 2021 through the academic college dean level for the 2021-2022 catalog.
- *GC Spring 2021 Meeting Schedule*  
Posted on GC website <https://www.utoledo.edu/graduate/facultystaff/gradcouncil/>. First meeting is January 26, 2021.
- *Academic Dishonesty Policy*  
Dr. Mike Dowd joined us at GCEC last week to give an overview and status update on the development of this policy. His goal is to bring the policy to GC early spring, probably February.
- *COVID-19 Testing*  
Testing continues at the university. International students joining in spring may need assistance in having a place to stay. Stay tuned.

- *President's Tackling Challenges: 2020-2022 Key Initiatives*  
Communicated with Diane Miller last week regarding the population of the strategic committees – Graduate Council members will serve on 4 committees, however, not on the strategic enrollment committee, which is focused more on undergraduate enrollment. academic affiliation with UTMC, RCM budget model and the modernization of Human Resources. Some committees are expected to present their initial implementation plan to the BOT on December 14, 2020.
- *COGS/GA Budget*  
David Giovannucci and I meet with the Provost on December 2<sup>nd</sup> and we hope to learn what that means for COGS and the positions that were cut/reduced along the status of GA allocations.
- *Fall Commencement*  
Chair Cochrane asked Dr. Amy Thompson to update Council on commencement activities so that Council members could participate.

Dr. Thompson indicated that Fall Commencement will place Sunday, December 6, 2020 starting at 9 am with welcomes. To view, log in to UToledo commencement website, the link will become live when the it begins with a welcome message. Dean Scheuermann, Dr. Wendy Cochrane and Ms. Brittany Jones, and other faculty, student leaders will be participating. The ceremony will start at 9:30 am. Afterward, it will be archived, so you can watch it and select to view by college section for intro by academic dean's introducing the candidates. We are using the vendor 'Marching Order' which allows students to submit images, made into PPT slides (a slideshow of that college).

#### Report of the Vice Provost for Graduate Affairs and Dean of the College of Graduate Studies

Dr. Barry Scheuermann, Interim Vice Provost for Graduate Affairs and Interim Dean of the College of Graduate Studies provided the following updates:

- *Search for the Permanent Dean*  
No updates available currently.
- *COVID-19 Update*  
An updated version of "Guidance for University of Toledo Health Science Students in Clinical Rotations, Experiences/Internships during the COVID-19 Pandemic" has been available through the Provost's Office. The major change to the guidance is that HSC students can care for persons that are either under investigation for having COVID-19 and/or are known to have COVID-19 with the obvious caveat that appropriate PPE be available to the student. Information will be posted to the website.
- *Huron Consulting Group*  
Dean Scheuermann and COGS Business Manager, Mary Main, met with Huron Consulting Group, the consultants that are facilitating the transition from our current budget model to the Responsibility Center Management (RCM) model.

The overall goal of the RCM approach is that it is designed to support the attainment of academic priorities within an institution, and allows for a budget that closely aligns with those priorities:

The consulting group will be spending approximately 20 weeks and will focus on three areas:

Project Visioning  
Financial Modeling  
Consensus Building

- We spent much of our first meeting introducing ourselves and providing a general description of the historical approach to allocating graduate assistantships.
  - I am not anticipating any change in the way we budget for the next fiscal/academic year.
  - I have requested approval to allocate the same amount of funding that was allocated to COGS for this year; \$21.7 M which is approximately \$5.7 M less than we had last year – approval has not been provided.
  - Meeting with President Postel on December 3rd; funding graduate assistantships is the primary agenda item.
- *New Policy: Guidelines on Authorship*
    - Drafted by the Provost's office.
    - Scope of the policy includes "all scholarly activities carried out by faculty, staff, and students at The University of Toledo".
    - Will be posted for comment when we return after the winter break.
  - *Enrollment and Admissions*
    - Most recent tracker report for Spring 2021 enrollments; Undergraduate – down 13.3% and Graduate – up 2.8% compared to this time last year.
    - Most recent admissions report for Fall 2021; Undergraduate – 1339 fewer applicants and Graduate – 22 fewer applicants compared to this time last year.
    - Meet frequently with Jim Anderson, VP of Enrollment.
    - Met with Dean Barros last week to discuss strategies. He is going to put together subgroups and we will have a specific group that deals with graduate recruitment. Encourage your students to register for spring. In terms of admissions, numbers coming out. Only 22 fewer applicants compared to last year at the same time. Our numbers are looking and strong. Would like to convert to admissions we will be strong.
  - *Graduate Student Association – Graduate Student Research Awards*

Proposals were due on November 30<sup>th</sup>. We received 19 applications, which is down considerably from previous years.
  - *Spring 2021 Registration*
    - Spring registration opened on October 22<sup>nd</sup>, 2020.
    - Payment is due by Friday, January 8<sup>th</sup>, 2021
    - Late payment fee will be assessed on January 11<sup>th</sup>, 2021.

- Graduate students who are planning on graduating during the Spring semester will be required to register for a minimum of one credit hour.

*Budget Discussion:*

Kandace Williams inquired as to amount of tuition scholarships vs. stipends budget that can be expected this year compared to last year and when colleges can invite new students for fall.

Dean Scheuermann replied that the current year is not a good marker so we will look at last 2-3 years and accounting for 20% reduction we have had to carry through with. Hope to receive it back eventually but cannot commit to that now. He hopes to receive budget numbers soon and is hopeful that Matt Schroeder will be provide some insights in his presentation to GC today. He reiterated that he has been asking administration but has not been given the okay on funds yet.

Vice Provost for Faculty Affairs, Amy Thompson, added that the Provost just mentioned it is a priority and that we want to recruit students. Last year's budget not a good benchmark. She mentioned to me to share that a good benchmark is 80% of a typical budget year would be for us. An average of the last few years.

Dean Scheuermann pointed that that he has been asking about how quickly we can get the budget out and committed to students since the beginning of fall semester. His desire was to get the budget out early.

Samir Hefzy asked whether it was okay to look at 80% of the budget from three years ago.

Dean Scheuermann replied not to look at a specific year, but rather a mean over a 3-year period. At minimum we need at least the same level of funding as this past year, which already included a 20% cut.

Patty Relue asked for clarification of budget vs. expenditures.

Dean Scheuermann indicated that he is referring to the budget. We were over expended last several years.

Patty Relue asked whether offers can be extended for spring.

Dean Scheuermann indicated that is not possible and that there are only limited funds for deferrals.

Marthe Howard asked if we know for certain whether new students are expected for spring.

Dean Scheuermann noted he had just recently received an update from Sara Clark in OISS that we may get a handful of new students for spring. We have provided them offer letters and indicated what they need to receive a visa, but we cannot control if they receive a visa.

We sent 75-80 offer letters within last month or so. Although few consulates are open, we tried to get as many here as possible. Those who get here will have to quarantine for 14 days. Unfortunately, UToledo will not provide housing so we must go out to community to find that.

#### Research and Sponsored Programs Update

Frank Calzonetti, Vice President of Research provided a brief report:

Faculty have been collaborating in national labs. Collaborations have been fruitful.

Dan Hammel asked whether U.S. Congressional representative, Marcy Kaptur is being considered for chair of the Appropriations Committee.

Frank Calzonetti replied while that would be wonderful, it is unlikely that she will get that position. It is more likely that she remains as chair of House Energy Appropriations Committee, unless she moves up, or chooses something else. Wishing her the best. Her stance is that we need more representation from the Midwest, not just the coasts.

#### Report of the Graduate Student Association

Ms. Brittany Jones, President of the Graduate Student Association (GSA) reported:

- *GSA Officers – Executive Board*

GSA is proud to announce our three new Executive Board members. This is very exciting and we look forward to working as a team this year!

Skylar Weber	Vice-President, Judith Herb College of Education
Lauren Rammel	HSC Secretary, College of Medicine and Life Sciences
Abigail Dewire	MC Secretary, Judith Herb College of Education

- *College Representatives*

There are seven available spots from the College of Arts and Letters (1), College of Education (1), College of Engineering (1), College of Nursing (1), Natural Sciences and Mathematics (1), and Pharmacy (1). The increase is caused by both Secretaries acting as Representatives before accepting their new positions, and the ongoing vacancies within each listed College. We at GSA are grateful for the support and help that COGS has offered during this transition.

- *Midwest Graduate Research Symposium (MGRS)*

GSA plans to move forward with the organizing of the MGRS, scheduled virtually on April 10, 2021. Additionally, we are also planning a few workshops for the spring semester, which includes virtual roundtables with the Dean's Scholar's and Fellows in COGS.

We look forward to many collaborations and opportunities for graduate students to take advantage of in 2021!

Chair Cochrane welcomed Matt Schroeder, EVP for Finance and Administration and CFO for attending Graduate Council to provide a budget update presentation relative to graduate education and graduate assistantship budget in COGS.

He was accompanied by Sabrina Taylor, Assistant VP of Budget and Planning, Office of Budget and Planning.

***Information and Discussion Items***

**Budget Presentation - Matt Schroeder, Executive Vice President for Finance and Administration and CFO**

Matt Schroeder indicated that he would respond to questions that GC Chair Wendy Cochrane shared with him. And since some of the questions relate to academic affairs, Dr. Amy Thompson is also present to assist in answering those. Also joined today's meeting is Sabrina Taylor, who will speak to budget modernization, as she is co-chairing the steering committee for budget modernization along with Brenda Grant.

Matt Schroeder displayed a PowerPoint presentation that was similar to that provided to Faculty Senate on October 27. It serves as a snapshot in time of where we are with the fiscal '21 budget. An important upcoming milestone is the December 14<sup>th</sup> Board of Trustees meeting when we will bring forward a permanent operating budget for FY 21. Is that unusual? Absolutely it is, but FY '21 and calendar year 2020 has teed up to be an interesting time. Where we are currently, obviously with the COVID virus, is extremely dynamic. Like many universities in Ohio, not fully understanding the depth and breadth of COVID, we brought forward to the board in June, a temporary 3-month operating budget. That was not out of line with our Ohio peers. We felt that was prudent and fiscally responsible. Following the 3-month temporary budget, we followed with a 3-month continuation to get us through the end of the calendar year as there were continuing unknowns, were we going to make it through the semester (face-to-face, hybrid, remote). With the dedication of the campus, we made it through the semester successfully. We have demonstrated an effort to keep students top of mind and first in our business decisions. The continuation budget was also in part related to our new Interim President, Dr. Postel, who arrived on July 5<sup>th</sup>, and we wanted to give him an opportunity to put his fingerprint on the FY '21 budget. In doing so, he wants to use a strategic investment initiative, which has 6 themes, one of which is budget modernization. Also, a theme is elimination of racism. An interesting theme that has a lot of interest on campus is strategic reinvestment and how resources will be redeployed back into the institution.

Tied to the current operating budget, some of the variances since the board approved the initial 3-month budget include SSI from spring 2020 when Governor DeWine foreshadowed a 20% reduction in SSI. In FY '20 that came in much less and applied in May and June. In FY '21, there was foreshadowing that 20% reduction could be a reality.

The positive is that it has materialized to a 4.28% reduction, still significant but not the materiality of a 20% reduction. On a 6-month basis, that is a positive variance of just over \$10 million.

I do want to flag this line item, because the Ohio Department of Higher Education continues to remind us that we are in the middle of the SSI true up process, which happens every November and December. As long as the state economy continues to rebound, and if you go out to the office of budget, and mgmt. website, you will see the reports (November 10<sup>th</sup>), the state economy continues to do quite well, which is a good thing, because from our perspective, that continues to diminish the probability of an additional claw back on the SSI. To remind this group, SSI makes up about 27% of our revenue. All of us in the State of Ohio really want and need our state economy to rebound. Auxiliary enterprises (housing, dining, and parking) continue to struggle given the fact that a significant number of our courses this fall, rightfully so, were online. Occupancy this fall in our on-campus housing was right around 69%. We had 2170 in our residence halls. We had conservatively budgeted to have around 90%, that was in line with what several of our Ohio peers were budgeting as well. That will continue to be an item to address as it relates to loss of revenue. Whether spring semester will be face-to-face or entirely remote, Amy Thompson will tell us, given her efforts leading the COVID taskforce, how many weeks remote, will have some negative financial consequences on auxiliaries. We are going through a few scenarios in preparation for our permanent budget that will go to the BOT on December 14<sup>th</sup>.

UTMC is a recurring question that we hear coming out of Faculty Senate. Is there a firewall between the academic enterprises of the university and the hospital? No, there is not a firewall and there never has been. If the hospital struggles, the university struggles; if the academic enterprise struggles, the hospital struggles. At the end of the year, they all roll up into one consolidated entity. So far for fiscal 2021, a lot has changed on this hospital front.

Stimulus funds flowing into hospital have been significant. \$6.3M swing over a six-month period, multiplied by two to analyze it. Those dollars have gone a long way to help give the hospital a little bit of breathing room to stabilize. Also, through the first half of this fiscal year, with orthopedics staying, that decision was made to keep it within UTMC. Volumes have continued to increase and they continue to reduce expenses. From a rev cycle standpoint, whether it is coding and maximizing Medicare receipts and revenues, both continue to help turn the hospital around. The other funds and reserves, (slide: FY 21 Proposed Six Month Temporary Operating Budget), second from bottom line, that was our plug to stabilize in order to get to a balanced budget for a six-month period. When we go before the BOT in a couple of weeks, we will do everything in our power to remove that plug to make sure the budget balances. What is not included in the spreadsheet are the resources that have come into the academic and auxiliary enterprises, which is the Corona Virus relief fund and the higher education emergency relief fund. The dollars sunset, as of now on December 30.

They have flowed into the university as a restricted source, they do not show up in the unrestricted budget. We have been working tirelessly to make sure those dollars are maximized as it relates to COVID related expenses. Working with Dr. Cyndee Gruden, who sent a communication to associate deans, before our faculty depart for winter break, working with Provost Office to get an understanding of time and effort that our faculty have put in since

March to convert to online or remote modality. To maintain that modality or other items they are doing that they normally would not be doing in a pre- or post-COVID environment when courses were for the most part, face-to-face. That information will be critically important, as President Elect Biden is formulating his team, that there is a real possibility for additional stimulus within 100 days after inauguration. That data will be critically important as it relates to future stimulus and making sure those faculty and staff that are doing substantially different work, that we're capturing that along with the appropriate supporting documentation.

*QUESTIONS AND ANSWER SESSION:*

*Q: Estimation of time transferring normal ways of instruction to cover the accommodation is kind of nebulous. Can you suggest how and what we are measuring?*

*Matt Schroeder*

It depends on the college/program. Kayla Trego in Grants Accounting and Dr. Cyndee Gruden will be clarifying further. However, from our reading of the federal guidelines as it relates to CRF dollars, 'substantially different' is the phrase they use often also on calls with ODHE and peers; it is vague. For example, if a faculty member spends four hours per week, flagged as substantially different in change of modality and ensuring that it is successful for students, and working through the template from Grants that Cyndee distributed, I would record 4 hours per week. And part of the clarification will be how you calculate an hourly rate for a faculty member. Anything north of a couple of hours per week on COVID related activities, I would memorialize that. Sabrina Taylor agrees.

*Q: Last column shows dashes, does that mean there is no deficit?*

*Matt Schroeder*

That is correct. There is no firewall between the hospital and the academic enterprise. 0 means a balanced budget. I call Graduate Council's attention to the 'Other Funds and Reserves' column. When this budget was developed, it was in a temporary mindset that other funds and reserves is the plug number to get to a balanced budget. Sabrina Taylor and her team are working on is that for the permanent budget for FY 21, we do not want to have to call upon university reserves to plug the budget. Because of the favorable variance in SSI, that plug number will be removed. The fields or cell that are the changes made when comparing the 3-month budget to the 6-month budget.

Under state subsidy, in the right column, \$10.249 million, that is the favorable variance within the State of Ohio saying we're not going to cut you 20%, we're going to reduce your share by 4.28% so far. And so that \$10.2M then rolls into your contingency line, which is where it is currently parked.



Sabrina Taylor and her team, this week, will be working closely with the President's office to have those contingency dollars reallocated out. I want to emphasize for Graduate Council is because of being remote in the spring, we're seeing a significant increase in the number of waivers with students wanting to opt out of housing. Dr. Flapp Cockrell and his team are doing a nice job of balancing the fiscal realities of the institution and the opt outs. Res Life is forced into making some difficult decisions that does not put them in a position to win a popularity contest. The other item I want to highlight here is 2<sup>nd</sup> from top, tuition and fees, Dean Barry Scheuermann was going through some of the data in the enrollment tracker, that has been out for a few weeks. Across the university, depending on the time of year, many folks think Finance and Administration is overly concerned or paranoid at times as it relates to the overall fiscal health of the university. I want to underscore to Graduate Council it is a balance for us. We try to be conservative to be good stewards of university resources. But there are tremendous amount of headwinds right now that we continue to pace the strategic investments, but enrollment continues to be a going concern that puts us in a vulnerable position, not only tied to the spring but also the fall 2021. We have a lot of work to do as an institution.

It is great news on the graduate side, that you are only off a couple of applications as of the same time last year. On the undergraduate side, it is a very different story, not only at UToledo, but around the State, we are talking about applications being off by thousands, not just by a handful. A lot of students are waiting to see what universities are going to do in the spring and fall. Some of these milestones that we look at historically compared to the same time year over year, the timing is off significantly. Enrollment will continue to be something that we continue to watch very closely, especially, in the unrestricted general fund as our primary source of revenue. It is great that we hit budget in terms of our enrollment numbers for the fall, but we cannot forget that we have all sacrificed for this year. In budget development for 2021, we cut \$15.8M out of revenue tied to declining enrollment. DHS was down 20.5%. We must continue to grow and remember there are significant number of headwinds out there on the enrollment front.

Matt Schroeder paused to address questions posed by GC Chair, Wendy Cochrane, regarding the timing related to College of Graduate Studies, which he sent to the Provost who sent them Amy Thompson to address with GC.

*Amy Thompson*

The Provost is aware of some of the staffing concerns brought up earlier and I am aware these issues are also being discussed in the Strategic Reinvestment Group. We also talked about graduate assistants and being able to recruit and offer those assistantships.

The Provost talked to me right before this meeting about using a benchmark of 80% of our previous budget, not based on this year of course, because of the kind of cut that occurred, but in a typical year as a benchmark of what we might be able to extend or offer to graduate students moving forward.

We want to obviously recruit and talk to students moving forward, but until the budget is finalized, we will not have those definitive numbers.

*Matt Schroeder*

I appreciate that update. From a finance standpoint, I'm sure the Provost's Office would support this as well. There is a commitment to make sure that Dean Barry Scheuermann and his team with COGS are in a position for this half of fiscal '21 to get offers out in a timely manner. Dean Scheuermann inherited a number of things last year where offers were still going out in June even maybe beyond. And that's not a best practice, correct?

Dean Scheuermann agreed that is correct.

*Q: Does Student Financial Aid (PPT spreadsheet) listed refer solely to undergraduate discounting or does that include graduate tuition scholarships?*

*Matt Schroeder*

The vast majority of that spend is at the undergraduate level. For FY 21, if I remember correctly, we were targeting about \$45M or so at the undergraduate level. The delta would be at the graduate level. It is primarily undergraduate, but graduate support does roll into that as well.

*Q: Student Tuition and Fees (second row on PPT spreadsheet), what is the percentage of graduate to undergraduate?*

*Matt Schroeder*

After I leave this meeting, I will get a specific answer and send to Wendy to share with Graduate Council.

*Q: Will the University be responsible for any cost associated with vaccinations that might be given through the health center? And if there is a cost, would that offset the loss of students if they did not have availability to vaccination and could not stay on campus?*

*Amy Thompson*

We just had a vaccine call today in terms of how this is going to roll out and what it will look like. Perhaps on December 15<sup>th</sup>, there may be initial vaccines for frontline healthcare workers. There has been talk at the federal level that vaccines won't have a cost, but I have not seen anything definitive on that.

There is a separate subgroup that has a meeting this week to have conversations around what our institutional recommendations or procedures/policies would be and would be asked to have those vaccinations. For example, UTMC employees have the flu vaccine, would that hold true for the COVID vaccine. Conversations are beginning and not decided. Other IUC schools are having the same conversations that we are.

*Matt Schroeder*

Thank you, Amy. I've read similar and have been on calls where I know the intent at the federal level is that there would be no cost. Obviously, that is a big question to be determined. From an employee benefit standpoint, even if there was a cost for the vaccine, from the insurance standpoint, our employees are on a Paramount or FrontPath products, I would imagine that vaccine would be 100% covered as flu shots are, if the feds are not going to cover the cost. I have a call with my benefits team this afternoon.

Co-chairs for these themes will present to the BOT on December 15th. These three themes have been separated out and will not be competing for resources within the academic enterprise. As Dr. Postel as described, and rightfully so, are infrastructure items:

- Human Resource Modernization
- Budget Modernization
- Enterprise Risk Management

When the Provost along with Bill McCreary are co-chairing the Strategic Reinvestment theme, they will be focusing on the themes of Elimination of Racism, the Strategic Enrollment Plan, and the Reinvestment Strategy for Academic Affairs. There are a lot of questions across the university regarding budget modernization and what that looks like. Across the country, pre-COVID or triggered by COVID, universities are looking at ways to prioritize and reallocate resources. I think most on this call would agree the approach the university has taken over the last ten years if not longer, with incremental tweaks year over year, tied to the budget in many years, these reductions have not been strategic. We have not moved the needle in terms of where the university needs to go. We are a comprehensive research university, and to continue to be, not only do we have to grow enrollment to generate the resources, but we also must prioritize. This will be an interesting conversation at times. I will assure Graduate Council that one of the cornerstones of the budget redesign is stakeholder engagement. There will be a number of conversations that will play out over the next 14 months that will start with Brenda Grant, Sabrina Taylor, and the committee, and will ultimately elevate to the Faculty Senate and Graduate Council for feedback.

*Sabrina Taylor*

Good afternoon for those who I have not met, I am Sabrina Taylor. I oversee the budget for the academic enterprise. We have a 12-member committee that is comprised of two employees from administrative affairs and then the other 10 represent the academic enterprise. The committee will be fluid as we move forward with this initiative. This theme is a little bit longer than some of the rest of the themes that Dr. Postel has kicked off.

We are probably looking at 2 to 2 ½ years. We are very early still in this process. The committee has had three meetings thus far. We have a very aggressive schedule; we're meeting approximately every other week. The institution is engaging with the Huron Consulting firm. Budget redesign is their expertise and what their practice is built upon.

We started out the process by having high level presentations with the deans that included Interim Dean, Barry Scheuermann.

We talked to all the deans in one setting, and since then, there have been individual meetings held with every dean. We did that in record time, from an academic perspective.

We are getting ready to kick off the second meetings next week and then third meetings with the deans over the next four to six weeks. These will start to get very detailed by individual college, so there will be information that will start to be disseminated.

The communication plan is integral to all the themes. Certainly, no exception on the budget redesign stage. We will be kicking off our first campus-wide communication piece next week. As the committee moves forward with the process, we will continue to have updates. There is a website for all the themes, that you can monitor. There will be articles coming out in UT News.

To give just a little bit of fundamental basics, the redesign is to come up with a framework and methodology that is very transparent. A lot of details will go into this, but it's just to provide a model that everyone can understand.

We are currently in the process of building the visioning and the guiding principles. The committee has had one meeting thus far where all the members presented their ideas for what the guiding principles should be for this initiative. I'm not saying these are our principals, these are just examples of principles:

- Transparency (key)
- Simple methodologies that everyone can understand
- Leverage valid, reliable, and verifiable data. The institution is using data on a more consistent basis as we move forward
- Reward performance, creativity, innovation and collaboration
- Hold units accountable
- Align resources with institutional priorities
- Stimulate intentional growth
- Advance the university's mission and strategic plan

#### Phase One

There is going to be a subcommittee meeting on December 3rd to dive into the principles that we plan to use for this project. As this comes to fruition, we will be sharing those with the campus-wide community.

That is phase one of the project, the visioning, the goals, and the principles that we're going to base the redesign on.

#### Phase Two

Financial modeling. There is no one right mechanism for any institution. There are as many

versions of RCM as there are institutions out there, so it will be a very customized approach to The University of Toledo.

Phase Three (final)

Consensus building with a lot of communication with stakeholders across campus.

That's where the committee is at this point. We will have our next meeting in about a week and a half. And as I indicated, we'll have our first campus communication kicking off next week. We look forward to sharing more information.

There were no questions from GC.

*Matt Schroeder*

Matt thanked Sabrina. He stated that he would like to stress to Graduate Council that although some may think there is a budget model created behind the scenes that will be pushed out from the top down, that is absolutely not the case. There is not a model or a preconceived notion of a model. This committee, which is primarily being outlined academic side of the of the house. That is really their sole responsibility is to come up with a model and to vet the model with various stakeholder groups, including Graduate Council, Faculty Senate, etc.

*Dr. Wendy Cochrane*

Thanked Matt Schroeder for that reassuring statement and extended appreciation to him, Sabrina Taylor and Brenda Grant for sharing budget information with Graduate Council today. She asked Matt Schroeder if he would send his PowerPoint presentation to her so that it can be shared with GC members and posted on the GC website for this meeting.

Matt Schroeder indicated that he would share the PPT along with answering a question posed earlier about the percentage of tuition and fee revenue generated by the graduate side of the house.



## TEMPORARY OPERATING BUDGET

COVID-19 continues to have a dramatic impact on all of higher education along with health care; UToledo is no exception.

Have been working to address the uncertainties and other market forces, prioritizing student success and mission-critical operations while also identifying opportunities.

Temporary budget is needed to address a number of contributing factors that lack clarity, including the University's ability to continue in-person courses during the pandemic, unpredictability in auxiliary revenues such as housing, dining, etc. and ongoing efforts to stabilize the University of Toledo Medical Center.

Going to the Board of Trustees in December with a permanent budget.



## ADJUSTMENTS FROM THREE TO SIX MONTH BUDGET

- Reduction in SSI lower than budgeted: \$10.25 million
  - Temporary offset to contingency
- Auxiliary – reduced revenue: (\$5.0) million
  - Declines in housing, dining and parking
- UTMC – increased stimulus: \$6.375 million
- Other funds & reserves: (\$1.375) million

*\*University has received CRF stimulus funding of \$13.1 million in FY21 that is not reflected in the attached budget because the funds are restricted*

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### FY 21 Proposed Six Month Temporary Operating Budget

	University Jul-Dec	Auxiliary Jul-Dec	UTMC Jul-Dec	Total Jul-Dec	Variance from 3-Month Budget
<b>Operating revenues:</b>					
Hospital patient services			\$ 106,677,237	\$ 106,677,237	\$ -
Student tuition and fees	\$ 132,090,878	\$ 110,000		\$ 132,200,878	\$ -
Student financial aid	\$ (26,536,487)	\$ (3,983,455)		\$ (30,519,941)	\$ -
State subsidy (SSI & clinical)	\$ 55,328,762			\$ 55,328,762	\$ 10,249,576
Grants, gifts, and contracts	\$ 1,976,945	\$ 1,525,464		\$ 3,502,409	\$ -
Sales and services	\$ 17,415,660	\$ 22,938,215		\$ 40,353,874	\$ (5,000,000)
Spending plan (quasi endowment)	\$ 2,500,000			\$ 2,500,000	\$ -
Affiliation support	\$ 22,500,000			\$ 22,500,000	\$ -
Dividend/interest income	\$ 750,000			\$ 750,000	\$ -
Other operating	\$ 1,244,377	\$ 1,776,737	\$ 11,837,472	\$ 14,858,586	\$ -
UPL Revenue (Medicaid)			\$ 750,000	\$ 750,000	\$ -
<b>Total operating revenues</b>	<b>\$ 207,270,134</b>	<b>\$ 22,366,961</b>	<b>\$ 119,264,709</b>	<b>\$ 348,901,803</b>	<b>\$ 5,249,576</b>
<b>Operating expense:</b>					
Compensation	\$ 153,630,546	\$ 11,177,587	\$ 65,505,630	\$ 230,313,763	\$ -
Operating expense	\$ 22,866,449	\$ 13,666,789	\$ 60,498,573	\$ 97,031,811	\$ -
Occupancy	\$ 6,342,104	\$ 2,232,678		\$ 8,574,782	\$ -
Capital	\$ 1,403,551	\$ 7,500	\$ 500,000	\$ 1,911,051	\$ -
Contingency	\$ 12,999,576			\$ 12,999,576	\$ 10,249,576
<b>Total operating expenses</b>	<b>\$ 197,242,226</b>	<b>\$ 27,084,553</b>	<b>\$ 126,504,203</b>	<b>\$ 350,830,982</b>	<b>\$ 10,249,576</b>
<b>Operating Margin</b>	<b>\$ 10,027,908</b>	<b>\$ (4,717,592)</b>	<b>\$ (7,239,495)</b>	<b>\$ (1,929,179)</b>	<b>\$ (5,000,000)</b>
<b>Transfers/other:</b>					
Debt service	\$ (4,064,996)	\$ (4,465,370)	\$ (2,206,302)	\$ (10,736,667)	\$ -
Interfund transfers	\$ (5,819,723)	\$ 5,165,223	\$ (2,665,000)	\$ (3,319,500)	\$ -
COVID-19 stimulus *			\$ 11,747,726	\$ 11,747,726	\$ 6,375,000
Other funds and reserves	\$ 4,237,620			\$ 4,237,620	\$ (1,375,000)
<b>Net Budget</b>	<b>\$ 4,380,809</b>	<b>\$ (4,017,739)</b>	<b>\$ (363,070)</b>	<b>\$ -</b>	<b>\$ -</b>

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## TACKLING CHALLENGES: 2020-22 KEY INITIATIVES

- Develop and implement a systemic approach to the elimination of racism on our campuses;
- Develop a department and plan for enterprise risk management;
- Develop and implement a strategic enrollment management plan;
- Enhance educational opportunities and partnerships through Academic Affiliation Agreement with ProMedica;
- Enhance, stabilize and sustain UTMC;
- Develop and implement reinvestment strategy;
- Develop and implement budget modernization; and
- Modernize human resources.

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## BUDGET REDESIGN

- Institutional leaders face more demands in today's higher education marketplace than ever before, and as a result additional care and diligence is needed in how the institution deploys resources
- Across the country institutions are working to reframe budgeting as an activity designed to develop resources, promote desired activities, and to support strategic priorities.
- The result, more inclusive strategies (i.e. enhanced stakeholder engagement) based on data, information and reports.
- Institutional culture, organizational complexity, mission, and systems capabilities are all factors that should be considered when determining a university's optimal budget model.
- To be effective, models must deeply engage campus leaders – this is important in both the design and operation of allocation models.

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### Standing Committee Reports

#### Report of the Curriculum Committee

On behalf of the GC Curriculum Committee, Dr. Tim Mueser, chair, reviewed the committee's report. All proposals were approved by the committee. Graduate Council approved unanimously.

No.	Proposal Type	College	Department/Program	Title	Course Number
67	CCR	SM	Environmental Sciences	Biostatistics	EEES 6400
68	CCR	SM	Environmental Sciences	Foundations of Ecology	EEES 6600
69	NCP	SM	Chemistry	Nanomaterials Science	CHEM 8830
70	PCR	SM	Mathematics	Mathematics-Statistics, PhD	SM-MATH-PHD
71	PCR	HH	School of Exercise and Rehabilitation Sciences	Physical Therapy, Doctorate	HH-PHYT-DPT
72	CCR	HH	School of Exercise and Rehabilitation Sciences	Gross Anatomy	PHYT 5000
73	CCR	HH	School of Exercise and Rehabilitation Sciences	Analysis of Movement I	PHYT 5050
74	CCR	HH	School of Exercise and Rehabilitation Sciences	Clinical Pathophysiology I	PHYT 5110
75	CCR	HH	School of Exercise and Rehabilitation Sciences	Clinical Pathophysiology II	PHYT 5120
76	CCR	HH	School of Exercise and Rehabilitation Sciences	Clinical Education Experience I	PHYT 5850
77	CCR	HH	School of Exercise and Rehabilitation Sciences	Scholarly Project I	PHYT 6170
78	CCR	HH	School of Exercise and Rehabilitation Sciences	Scholarly Project II	PHYT 6180
79	CCR	HH	School of Exercise and Rehabilitation Sciences	Clinical Seminar I	PHYT 6740
80	CCR	HH	School of Exercise and Rehabilitation Sciences	Clinical Seminar II	PHYT 6750
81	CCR	HH	School of Exercise and Rehabilitation Sciences	Clinical Education Experience II	PHYT 6850
82	CCR	HH	School of Exercise and Rehabilitation Sciences	Clinical Education Experience III	PHYT 7890
83	CCR	HH	School of Intervention and Wellness	Practica in School Psychology	SPSY 7330
84	PCR	HH	School of Intervention and Wellness	Speech Language Pathology, MA	HH-SPLA-MA

Report of the Membership Committee

On behalf of the Membership Committee, Dr. Debra Boardley, Chair (fall semester 2020), presented the committee’s summary report.

Of the 25 applications reviewed, 18 were approved as requested on the application and 7 received membership different than requested, typically in the Adjunct and Special categories. Adjunct is for members with an academic appointment. Special is for those with other professional contribution and for retired faculty too.

Graduate Faculty Membership Fall II 2020														
COLLEGE	Total Applications rec'd	Applications Rec'd/Approved by Category					# Approved as Applied	# Approved in Diff. Category	# Pending	# Apps Internal	# Apps External	# Apps -- Renewal	# Apps -- New	# Apps -- Change
		Full	Associate	Professional	Adjunct	Special								
Arts and Letters (AR)	2	1			1		1	1		1	1	1	1	0
Business and Innovation (BU)														
Education (CE)	4				1	3	3	1		1	3	3	1	0
Engineering (EN)	4				3	1	2	2		1	3	2	2	0
Health and Human Services (HHS)	4	1			1	2	4	0		2	2	2	2	0
Honors														
Law	1					1	0	1		1	0	1	0	0
Libraries														
Medicine and Life Sciences (MD)	3				2	1	2	1		1	2	1	0	2
Natural Sciences and Mathematics (SM)	3				2	1	2	1		1	2	2	1	
Nursing (NU)	4	3		1			4	0		4	0	2	1	1
Pharmacy and Pharmaceutical Sciences (PH)														
<b>TOTAL</b>	<b>25</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>9</b>	<b>18</b>	<b>7</b>		<b>12</b>	<b>13</b>	<b>14</b>	<b>8</b>	<b>3</b>

**Old Business**

None.

**New Business**

None.

**Adjournment**

There being no further business, the Council adjourned at 2:02 pm.